



## Part 2 Specification

**Contract Reference**

**TCOS317**

**Contract Title**

**Torbay Airshow – Commercial Partner**

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# 1. Overall Scope and Nature of the Requirement

- 1.1 The Authority is seeking an experienced event management company with a proven track record of delivering large-scale events, preferably air shows, with an event audience in excess of 100,000 people.
- 1.2 The event management company will be required to deliver the Airshow in Torbay over the first weekend of June each year.
- 1.3 The Authority has agreed its level of investment for the next 5 years commencing in 2018. The agreed amount for 2018 is £100,000.
- 1.4 The event is expected to attract at least 150,000 visitors across the two days and given the right marketing support, attendance could be a lot higher.
- 1.5 Renowned air show consultants TSA Consulting Ltd were engaged in 2016 on a four year rolling contract, to provide the best possible air show over the weekend.
- 1.6 In order to evidence the viability of their proposals Applicants are required to submit a draft business plan as part of their response, which should clearly evidence their ability to meet the requirements of this Specification.

# 2. Minimum Requirements

This section sets out the Authority's minimum requirements for this Contract, which all Applicants are required to meet.

In addition Applicants are required to establish within any variant bid how they will meet these requirements, in order for the Authority to be able to appropriately assess their offer.

- 2.1 Applicants must evidence the viability of their proposals and their ability to meet the requirements of this specification through the provision of a draft business plan, addressing all of the areas set out in , through the provision of a draft business plan which must include the following as a minimum:
  - (a) Executive summary;
  - (b) Owner's background;
  - (c) Proposals in relation to the core requirements of Sponsorship, Hospitality, VIP and Viewing Spaces, Marketing, Sole Trading Rights and Programme Sales;
  - (d) Proposals in relation to any other income generation activities being offered by the Applicant;
  - (e) Details of which services will be delivered by the Applicant and which services will be delivered by other suppliers;
  - (f) Who the customers are;
  - (g) Market research;
  - (h) Marketing strategy, including a marketing plan;
  - (i) Competitor analysis;
  - (j) Operations and logistics;
  - (k) Fully costed budget;

- (l) Applicants fees / commission;
  - (m) Cash flow forecast;
  - (n) Gantt chart, covering deadlines and key milestones;
  - (o) Proposals on how the event, including the economic assessment, will be evaluated.
- 2.2 Applicants must be able to deliver, as a minimum, an Airshow that financially breaks-even after inclusion of the Authority's investment.
- 2.3 Applicants must have the capability and capacity to deliver a successful Torbay Airshow and must have demonstrable experience in fundraising, generating income and controlling costs to deliver large scale events.
- 2.4 Applicants must have the capability and capacity to fully manage the Airshow, including procuring and managing other contractors, layout, setting up and taking down of all land based activities and general day to day operations and working collaboratively with key consultants such as the Flying Director.
- 2.5 Applicants must have the capability and capacity to effectively market the Airshow, offering a range of traditional and creative options to maximise visibility of the event to the local and visitor communities and increase attendance by at least 15% per year.
- 2.6 Applicants must have the capability and capacity to deliver against all of the Authorities Core Fundraising Requirements as set out in Section 4 of this document.
- 2.7 Applicants must be able to produce and provide monthly accurate and up to date budget reports to the Authority on at least a monthly basis.
- 2.8 Applicants must have the capacity to meet with the Authority on a monthly basis to discuss progress.

### 3. Specific Requirements

The objective of this Tender is to:

- 3.1 Deliver an annual Torbay Airshow that financially, as a minimum requirement, breaks-even after including the Authority's investment.
- 3.2 Effectively market the event to as large an audience as possible with a focus on family groups;
- 3.3 Assist the Authority in achieving its strategic tourism objectives;
- 3.4 Increase the number of day and staying visitors in Torbay;
- 3.5 The Authority will retain ownership of the Airshow, and the rights to the events but the successful applicant will be responsible for managing and delivering the Torbay Airshow, which includes all aspects including the management, the layout, setting up and taking down of all land based activities and the general day to day running.

- 3.6 The Authority will agree on an annual basis with the successful applicant and the Flying Director, currently TSA Consulting Ltd, roles and responsibilities for the next Airshow.
- 3.7 The Authority is looking to appoint a dynamic company, with a proven track record in delivering large scale events by generating income and controlling costs. This will include the successful applicant being responsible for the procurement of other contractors i.e. Security, Health & Safety etc. for the event.
- 3.8 A highly professional service must be provided which meets the needs of the participants, sponsors and local residents and contributes to the Authority's economic growth objectives.
- 3.9 The Authority will also require the successful applicant to deliver a robust and creative marketing communications strategy and plan that supports the business plan and the Authority in achieving the best possible footfall and a balanced budget for the Torbay Airshow 2017.
- 3.10 The successful applicant will be responsible for the Torbay Airshow website and social media accounts. Partnerships must be formed with the full range of tourism organisations within Torbay and the successful applicant will also be expected to work collaboratively with the TDA, the Authority and other local partners to ensure that the events are visible to the local and visitor communities.

## 4. Core Fundraising Requirements

This section sets out what the Authority's core income generation requirements and the instructions which must be followed by the successful Applicant in the raising of funds.

### 4.1 Sponsorship

- 4.1.1 Monies can be raised through sponsorship, such as a main sponsor for the Air Show, banners, sponsoring specific aircraft and any other opportunity detailed within the business plan.
- 4.1.2 The fee will include a deposit, a portion of which will be non-refundable to cover administration costs in the event that the Airshow is cancelled and the monies need to be refunded.
- 4.1.3 A booking form must be completed by the sponsoring business, detailing what the sponsorship package consists of.
- 4.1.4 An appropriate audit trail and report of sponsorship levels must be produced and provided on a monthly basis to the Contract Authorised Representative.

### 4.2 Hospitality, VIP and Viewing Spaces

- 4.2.1 The Authority will expect the successful applicant to look at options for the provision of hospitality, VIP and viewing spaces. The Applicant will support the Authority with advice on the provision of such spaces in line with the agreed business plan and will be responsible for selling corporate

spaces as well as the provision of spaces for sponsors. The price of the ticket and what that ticket will provide must be agreed with the Authority's Authorised Representative.

- 4.2.2 The ticket price will include a deposit, a portion of which will be non-refundable to cover administration costs in the event that the Airshow is cancelled and the monies need to be refunded.
- 4.2.3 An appropriate audit trail and report of ticket sales must be produced and provided on a monthly basis to the Contract Authorised Representative.
- 4.2.4 The Applicant will be responsible for paying any third party partnership arrangement that is involved with providing the VIP package.

#### **4.3 Trade Stands and Food Outlets**

- 4.3.1 The successful applicant will be responsible for selling trade stand and food outlet pitches for the Torbay Airshow.
- 4.3.2 The fee will include a deposit, a portion of which will be non-refundable to cover administration costs in the event that the Airshow is cancelled and the monies need to be refunded.
- 4.3.3 A booking form must be completed by the business which should confirm that they are suitably insured and in the case of Food Outlets achieved a minimum rating of 3 stars on the Food Hygiene Rating scheme.
- 4.3.4 An appropriate audit trail and report of sales must be produced and provided on a monthly basis to the Contract Authorised Representative.

#### **4.4 Sole Trading Rights**

- 4.4.1 Monies can be raised by selling sole trading rights for activities such as catering or the bar.
- 4.4.2 The fee will include a deposit, a portion of which will be non-refundable to cover administration costs in the event that the Air Show is cancelled and the monies need to be refunded.
- 4.4.3 An appropriate audit trail and report of sales must be produced and provided on a monthly basis to the Contract Authorised Representative.

#### **4.5 Programme Sales**

- 4.5.1 The Authority will consider proposals from Applicants in relation to design, production and selling of advertising space in the official Torbay Airshow programme, but reserves the right to award this element of the Contract to an alternative supplier.
- 4.5.2 The Authority will retain income from all programme sales. The Authority would welcome support with sales outlets and would negotiate an agreed commission as part of the contract negotiations. The programme design and proposed advertisers need to be agreed with the Authority's Authorised representative.

- 4.5.3 The Authority will work with the Applicant to secure the provision of appropriate and adequate staffing to sell programmes during the Torbay Airshow.
- 4.5.4 An appropriate audit trail and report of programme sales must be produced and provided to the Contract Authorised Representative no later than two weeks after the end of the air show.

#### 4.6 **Other Options**

The Authority would welcome any other ideas for raising monies for the Torbay Airshow. These need to be detailed and costed within the business plan. No other options can commence unless they have been approved by the Authority Authorised Representative to ensure they are appropriate and can be accommodated.

## 5. Marketing Requirements

- 5.1 The Applicant will be required to develop and implement a fully costed marketing strategy and marketing and communications plan on behalf of the authority, which adheres to relevant corporate communications policies.
- 5.2 The marketing strategy and marketing communications plan should include traditional above the line advertising (newspaper/magazine, radio etc) as well as web based advertising, social media and other forms of new media and creative promotions.
- 5.3 The marketing promotions carried out by the Applicant will generate at least a 15% year on year increase in visitors to Torbay Airshow, based on the 2017 estimated figure of 150,000 visitors over the weekend.
- 5.4 The Applicant will provide monthly reports detailing progress.
- 5.5 The Applicant will be required to use the Authority's visual identity guidelines for the Torbay Airshow, as provided by the Authority's Communications Team.

## 6. Income and Expenditure Requirements

- 6.1 The successful Applicant is required to adequately demonstrate within their business plan how they are going to be able to raise the **required** level of income to achieve a break even budget.
- 6.2 Whilst the requirement is to deliver a break even budget for the Airshow, the Applicant is encouraged to demonstrate how they could raise more than the required breakeven level of income.
- 6.3 The successful Applicant is also required to adequately demonstrate within their business plan how they will control the costs for the event, what services they will deliver themselves and which services they will procure from other suppliers.

- 6.4 An up to date budget report must be produced and provided on a monthly basis to the Contract Authorised Representative.

## **7. Applicant Requirements**

The Applicant is required to have and demonstrate the following attributes:

- 7.1 An experienced event management company with a proven track record of delivering large-scale events, preferably air shows, with an event audience in excess of 100,000 people.
- 7.2 Excellent fundraising and sales experience with a proven track record in the raising of funds for similar events.
- 7.3 Experience in contractor/supplier management.
- 7.4 Experience in effective budget management and audit compliance.
- 7.5 Ability to market event and create sales for air show type events.
- 7.6 Excellent verbal communication, interpersonal and negotiation skills for effective interaction with key stakeholders and customers.
- 7.7 Ability to develop and lead projects from conception stage to successful completion, within tight deadlines.
- 7.8 Ability to think proactively and solve problems.
- 7.9 Positive and creative approach to work.

## **8. Contract Management**

- 8.1 The successful Applicant will provide a monthly written position statement detailing progress.
- 8.2 As a minimum the successful Applicant will meet monthly with the Authority's Authorised Officer to discuss progress.
- 8.3 The Applicant must provide a suitably experienced event management team which will liaise with the Authority and provide advice where appropriate on all aspects of the fundraising and must provide the Authority with regular progress reports about the sales and marketing activities on an ongoing basis.
- 8.4 The Applicant will be required to work with the Contract Authorised Representative to produce an agreed set of KPIs following Contract Award. These will be used to manage the performance of the Applicant to ensure the business plan is delivered within the agreed timescales. The Applicant may be subject to their Contract being terminated if the KPIs are consistently not being met.

## 9. Further Services Offered

The Applicant will be expected to suggest as part of its response to the Evaluation Questions any additional products or services that they may be able to offer as part of this Contract or any other added value that their offer might be able to bring to the Authority. Applicants are expected to build any such offers into their submissions regardless of whether specific questions are asked along these lines or not.

## 10. Scope and Nature of Possible Modifications or Options

### 10.1 Contract Change Procedure

- 10.1.1 Changes may only be made to this Contract with the written agreement of both parties and signed in accordance with the requirements of the Authority's Contract Procedures.
- 10.1.2 Any work undertaken by the Supplier and its personnel not in line with the business plan or which has not been authorised in advance by the Authority, and which has not been otherwise agreed in accordance with 10.1.1 above, shall be undertaken entirely at the expense and liability of the Supplier.

### 10.2 Permitted Changes

Changes to the Contract will be undertaken in accordance with the requirements of Regulation 72 of the Public Contracts Regulations 2015. A change is permitted where all of the requirements at 10.2.1 to 10.2.4 below are satisfied:

- 10.2.1 The Change is of the following scope and nature:
  - (a) The Supplier taking on additional responsibilities in relation to the organisation or operation of the Airshow. For example the Authority may wish the Contractor to take on the responsibility of engaging the Flying Director when the current Contract expires; or
  - (b) The Authority or a third party taking on responsibilities relating to organisation or operation of the Airshow where this would offer best value to the Authority; or
  - (c) A change in the responsibilities of either party in order to comply with any changes in legislation or statutory guidance, or as a result of an incident at the Torbay or any other Airshow; and
- 10.2.2 The price of the Change is calculated as follows:
  - (a) In the event of the Supplier taking on additional responsibilities price will be calculated in accordance with the prevailing arrangements for that particular activity; or
  - (b) In the event of the Authority or third party taking on any of the

Supplier's responsibilities price will be calculated in line with the Supplier's pricing proposals and remaining responsibilities; or

- (c) In the event changes in legislation or statutory guidance or as the result of an incident the price will be calculated in accordance with the Supplier's pricing submission response where applicable. Where the responsibilities have not been considered within the pricing proposal the price will be agreed between the parties ensuring best value requirements are met; and

10.2.3 The circumstances necessitating the Change are:

- (a) An existing Authority contract in relation to the organisation or operation of the Airshow has expired and alternative arrangements are required; or
- (b) There are changes in legislation or statutory guidance that results in changes to the operation of Airshows and/or public events; or
- (c) There is an incident at Torbay or another Airshow which results in changes to the operation of Airshows and/or public events; or
- (d) There are changes to the level of funding being provided by the Authority to support the Airshow; or
- (e) Best value can be obtained by changing the responsibilities assigned to the parties; and

10.2.4 The Change does not alter the overall nature of the Contract.

## **11. Awarding the Contract on Behalf of Other Contracting Authorities**

The Authority is not purchasing on behalf of other contracting authorities.